Montgomery County Police Department Performance Plan

Contribution to Montgomery County Results

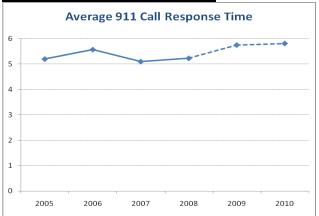
Result: Safe Streets and Secure Neighborhoods

An Effective and Efficient Transportation Network A Responsive, Accountable County Government

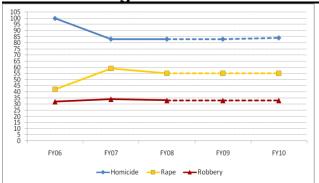
Contribution of MCP:

What MCP Does and for Whom	How Much			
 Respond to 911 calls Investigate reported crime Traffic enforcement/management 	\$165,301,195 (75% of budget) 1427 WYs (75% of total WYs)			
Conduct preventive patrol and crime prevention in partnership with various communities to identify and resolve issues.	\$54,114,355 (25% of budget) 350 WYs			
Overall	Gross Operating Budget (FY 08): \$219,415,549 Approved Personnel Complement: 1194 Sworn 595 Civilian Total: 1789			

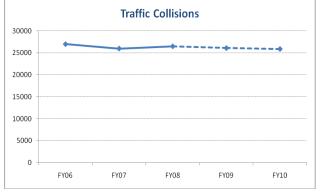
911 Call Response Time



Crime Investigation and Closure Rate

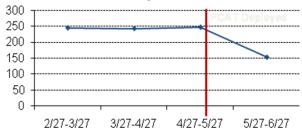


Traffic Enforcement and Management



Crime Prevention (Under Construction)

G1 Beat Reported Crime



The Story Behind The Performance

Officers on patrol and responding to emergency calls are the backbone of this Department. A quick response in answering the 9-1-1 call in the emergency communications center and officers on patrol can impact the prevention of crime and assist in the closure.

The Department investigates thousands of crimes a year. The crimes that have the most significant impact on the safety of the residents of the county are crimes of homicide, rape and robbery. Montgomery County Police maintains a case closure rate higher than the national average and strives to stay above that rate. Investigation into these crimes demands considerable resources such as DNA analysis, forensic evidence collection, and the use of several investigators.

Contributing Factors

Geo-based Deployment

In 2004, the Department focused on improving service through the creation of groups of police officers and deploying them in smaller geographic areas. Geo-based deployment strategy allows the Department to assign personnel to the areas in greatest need. This deployment strategy has reduced the response time to calls.

Innovation

Three police districts, (3, 4, and 6) are currently under this deployment method and all have seen a decrease in response time since the deployment was first implemented in 2004. The three geo-based deployed districts have the highest percentage of calls for service among all the districts but are still lower in response time than the other three districts which are not as call demanding.

Average response times to 911 calls by police districts (minutes)						
Traditional deployed (1, 2 and 5)	6.62	5.83	6.24	6.3	6.4	6.45
Geo-based deployed (3, 4 and 6)	5.45	4.57	4.9	5.1	5.25	5.4

Communications Center

Montgomery County Police 9-1-1 Emergency Communications Center (ECC) is the primary public safety answering point for all 9-1-1 calls placed in the county. While it remains our primary mission to answer the emergency calls, the non-emergency calls also need to be answered in a reasonable amount of time.

With the use of overtime and call taking strategies where Police ECC personnel are assigned to answer only emergency 9-1-1 calls, preliminary figures for FY07 show that the average time to answer 9-1-1 calls has dropped to between six and seven seconds. This improvement ensures compliance with, national standards that mandate that calls are answered in 10 seconds or less.

Case Closures

The case closure rate of violent crimes is a key indication of MCP performance. MCP currently benchmarks our case closure rates for homicide, rape, and robbery to the national averages. In many instances, MCP maintains a closure rate higher than the national average and we strive to stay above that rate. MCP is also in the process of comparing case closure rates to similar jurisdictions throughout the region . In order to maintain high closure rates, a staffing plan was developed for a gradual increase in staff as well as the addition of new detectives. Staffing of additional personnel and needed specialized equipment has been added to the DNA lab to allow for the quicker processing of DNA samples for prosecutions of cases.



Special Enforcement Initiatives

Throughout the year, the Special Operations Division sponsors seasonal special enforcement initiatives to enhance traffic safety in the community and to reduce the number of collisions. The initiatives include:

- Holiday Season Task Force- DUI enforcement
- Prom Season Task Force Underage drinking
- Sobriety Check Points/Phantom Check Points/Saturation Chiefs' Challenge Seat belt enforcement
- Smooth Operator Aggressive Driving
- Street Smart Pedestrian Safety
- Back to School Speed Enforcement /MSP School Bus Grant



<u>Automated Traffic Enforcement</u>

This program utilizes technology to assist in responding to red light and speed related violations in neighborhoods and school zones. Use of available technologies supports greater efficiency in the use of human resources dedicated to traffic safety. Montgomery County is the only county in the state to utilize automated speed enforcement.

Community Policing

Community Policing continues to be the key element in the mission of the Department. This philosophy translates into all facets of our work, including service delivery and budgetary issues. The current deployment goal provides sufficient officers to handle calls for service while arriving on the scene of priority calls within 7 minutes. In addition, the goal allows for the dedication of 3.5 hours out of a 10-hour shift to complete proactive policing activities which include Community Policing projects, proactive patrol, and problem solving initiatives. Community Policing is a philosophy adopted by our department to provide residents with a sense of self satisfaction and greater participation.

The Department has established a Police Community Action Team (PCAT) to target specific problems in the community. Teams can be deployed from one to six months at a time and will address crime and quality of life concerns. The first team was established in January 2007. The team was deployed in various areas around the county. In one community the team concentrated on, calls for service dropped 37% from the previous month prior to deployment. A second team was recently added to assist in the workload.

Restricting Factors

Staffing levels

When staffing levels are low, it can directly impact the effectiveness of department services. The national average for staffing levels of law enforcement agencies, when compared with population, is 2.4 officers per 1,000 residents.

In Montgomery County, the staffing is much lower at 1.2 sworn officers per 1,000 residents and 1.8 sworn and civilian per 1,000 residents. Similarly, Prince George's County Police has 1.7 officers and Fairfax County Police has 1.4 sworn officers per 1,000 residents. In addition to an average of 60 officers per month on no duty, restricted duty, or light duty, Department personnel are tasked with handling non-first responder functions:

- Hospital Guard Details
- Prisoner Transports from out of county
- Prisoner Processing
- Prisoner Transport from the Jail

The department started MCP Stat weekly meetings with the command staff to analyze our staffing effectiveness and make recommendations where we can be more productive.

911 Call Taking

Our average time for answering 9-1-1 calls had been steadily increasing over the past 3 years. The recommended national standard is 10.0 seconds. The number of calls received by the ECC has steadily increased each year and 56% of the calls to the ECC come from cell phones which take longer to process since an address is not automatically displayed to the call taker. In addition to answering 9-1-1 emergency calls for service, Police Communications Specialists also answer non-emergency calls from the public. These calls have increased at a rate of 2% per year over the past two years.

	FY03	FY04	FY05	FY06
Non-emergency Calls Received by Police ECC	323,533	296,136	302,852	309,183

Workload analysis studies demonstrate that there is a need to increase shift minimum staffing and overall authorized positions to maintain current performance standards.

Investigating Crimes

Many investigators are new in their assignments, requiring training resources that are extremely limited. An example of limited training resources lies within the investigative ranks that are limited in their ability to speak Spanish. The department has hired a Spanish teacher to teach basic and conversational Spanish, however, this is a process that will take some time before the investigators become fluent.

Another restricting factor is the DNA laboratory backlog that results in the slow turnaround of DNA analysis. All of these factors have an impact on the effectiveness and ability to solve and close cases. DNA assists in identifying suspects in numerous crimes which have substantially increased the demand and workload on the lab and created a backlog of cases. With the advancements in DNA, more and more exhibits are submitted to the lab for analysis. One of the largest obstacles is the lack of space for the lab. With the necessary equipment in place, there is little space for adding staff or necessary equipment needs for the future.

De-centralized Traffic Units

Each district has its own traffic squad which is responsible for the flow of traffic and enforcement of traffic laws within their district. Large details, special events, and unexpected circumstances can require that the traffic squads be detailed elsewhere for an extended period. This means that the patrol officers must handle all traffic related incidents in addition to patrol duties and responding to calls. MCP does not have a centralized traffic unit to handle the increasing demand of traffic management, pedestrian issues, and county-wide events.

Community Outreach

The Department recently had to disband the centralized Community Services Division creating a void in some programs. Currently a small compliment of personnel is assigned within the respective police districts to perform all the functions.

What We Propose to Do to Improve Performance

Patrol and response to 911 calls

MCP developed a comprehensive plan to complete and expand the geo-based deployment into the other districts. Districts will be re-aligned to manage workload demands and decrease the response time to emergency calls. Although there was a slight increase one year in response time, it has been clearly established that the geo-based deployment provides a quicker response to calls. Even with the slight increase, times were still lower in the geo deployed districts.

Distribution of mobile fingerprint identification systems and facial recognition systems allows for positive identification of suspects immediately by patrol officers. The mobile device will assist the officer on the street by providing the means to effectively identify an individual and expedite the time to handle the situation.

Establishment of a prisoner transport/guard unit comprised of officers to handle prisoner related functions allows first responders to remain on patrol where they are needed and keep staffing levels up. The guard unit will handle transports, hospital details, and prisoner processing to alleviate workload on patrol officers.

Increase the number of call takers

This will be accomplished by filling vacant positions authorized. The positions in the Police Emergency Communications Center (ECC) require background checks and an extensive training program that results in lags in staffing new positions. MCP will compress the time to fill the positions more efficiently and in a shorter duration.

The ECC will also concentrate on the creation of a "call taker only" position. Having a "call taker only position" would save the department financially by having a position that is at a lower grade and gives MCP the ability to keep employees in training that can handle the call taking function but do not have the extra skills needed to be a dispatcher.

The length of the training time would be lessened and a new employee could be brought into full capacity faster.

Extend the capabilities of Montgomery County's 9-1-1 system

Innovation

Implement an e-911 protocol and text messaging system. This will better serve the emergency needs of our residents and give an additional means of communication for the hearing impaired community. This service will provide a non-voice means of communications to a 911 operator and allow for text messaging. This services is expected to be fully in place in the next 3 to 5 years

Investigative Workload

MCP will outsource DNA cases as appropriate and as funding permits. Cases that have been backlogged would be sent to another service provider. With the insurgence of DNA capabilities in the last decade, new leads and evidence has been brought to the forefront which requires the case to be re-opened and a new investigation started. MCP created a "Cold Case Squad" which is designated to handle homicide and rape cases that have been inactive for years when all leads have were exhausted.

The use of DNA technologies requires increased space for Crime Lab to accommodate necessary equipment, larger staff, and a greater storage capacity to ensure all standards are met and work can be accomplished. New robotics has been acquired for the lab allowing for speeder process of exhibits.

Traffic Enforcement

MCP looks to establish a centralized traffic enforcement unit which would include a Commercial Vehicle Enforcement Unit to provide improved monitoring of commercial vehicles on state and local roads in Montgomery County.

MCP also would like to fully hire for all open positions assigned to the Automated Traffic Enforcement Unit and build-out full battery of forty-five (45) red light camera locations to meet the Council approved expectation. In addition, MCP would like to commence and complete the build-out of thirty (30) fixed speed enforcement camera installations.

Since the beginning of 2008, over 49 million vehicles have been monitored in the sites that have fixed pole speed cameras. Analysis will need to be conducted for speed reduction and collision comparison.